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Financing of the United Nations Interim Administration Mission in Kosovo

Budget for the United Nations Interim Administration Mission in Kosovo for the period from 1 July 2013 to 30 June 2014

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Interim Administration Mission in Kosovo (UNMIK) for the period from 1 July 2013 to 30 June 2014, which amounts to $44,953,100.

During the budget period, the Mission will continue to help the Security Council achieve an overall objective, namely, to ensure conditions for a peaceful and normal life for all inhabitants in Kosovo and advance regional stability in the western Balkans. The Mission's strategic objectives will include strengthening and consolidating peace, security and stability in Kosovo and in the wider region; fulfilling exclusive prerogatives of the Mission under Security Council resolution 1244 (1999); and supporting and rationalizing joint efforts with international partners on the ground operating within the authority of Security Council resolution 1244 (1999), including the European Union and the North Atlantic Treaty Organization. The environment within which the Mission will operate in the 2013/14 budget period is expected to continue to evolve in terms of mode of work with local authorities, and the changes in activities and expected lower deployed strength of other international actors operating under the same overarching mandate.

The 2013/14 budget amounts to $44,953,100, representing a decrease of 4.3 per cent ($2,090,900) compared to the 2012/13 budget. The decreased requirements for civilian personnel of $1,811,300 (4.9 per cent) are attributable mainly to the overall reduction of 27 posts and 1 temporary position. The decreased requirements in operational costs of $172,000 (1.9 per cent) are attributable mainly to reduced travel costs, no acquisition of vehicles and lower costs for facilities and infrastructure. The overall reduction was partly offset by a provision for quick-impact projects and increased cost of information technology services.

The budget proposal contains adjustments to the staffing establishment in the security and support staffing structures resulting in a reduction of 34 international posts and 1 national temporary position based on a comprehensive review, and in order to align the number of support staff with the number of substantive personnel, increase the proportion of national staff and reflect adjustments towards more centralized and efficient service delivery.

The budget also proposes the establishment of 4 international posts and 3 national posts in the Rule of Law Liaison and Mitrovica Offices, to strengthen the Mission's substantive delivery, particularly in the areas of inter-community, reconciliation, the rule of law and human rights.

The budget provides for the deployment of 8 military observers, 8 United Nations police officers, 132 international staff, 214 national staff and 28 United Nations Volunteers.

The total resource requirements for UNMIK for the financial period from 1 July 2013 to 30 June 2014 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (substantive and support). The human resources of the Mission regarding number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	594.2	740.0	713.4	(26.6)	(3.6)
Civilian personnel	37 440.7	37 326.1	35 514.8	(1 811.3)	(4.9)
Operational costs	8 553.0	8 896.9	8 724.9	(172.0)	(1.9)
Gross requirements	**46 587.9**	**46 963.0**	**44 953.1**	**(2 009.9)**	**(4.3)**
Staff assessment income	4 427.3	3 767.5	3 966.6	199.1	5.3
Net requirements	**42 160.6**	**43 195.5**	**40 986.5**	**(2 209.0)**	**(5.1)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**46 587.9**	**46 963.0**	**44 953.1**	**(2 009.9)**	**(4.3)**

Human resources[a]

	Military observers	*United Nations police*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Total*
Executive direction and management							
Approved 2012/13	–	–	20	10	–	4	**34**
Proposed 2013/14	–	–	20	10	–	4	**34**
Components							
Substantive							
Approved 2012/13	8	8	55	56	–	14	**141**
Proposed 2013/14	8	8	59	59	–	14	**148**
Support							
Approved 2012/13	–	–	87	145	1	10	**243**
Proposed 2013/14	–	–	53	145	–	10	**208**
Total							
Approved 2012/13	8	8	162	211	1	28	**418**
Proposed 2013/14	8	8	132	214	–	28	**390**
Net change	**–**	**–**	**(30)**	**3**	**(1)**	**–**	**(28)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The action to be taken by the General Assembly is set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Interim Administration Mission in Kosovo (UNMIK) was established by the Security Council in its resolution 1244 (1999).

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to ensure conditions for a peaceful and normal life for all inhabitants in Kosovo and advance regional stability in the western Balkans.

3. Within this overall objective, UNMIK will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (substantive and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNMIK with regard to the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2012/13 budget, including reclassifications, have been explained under the respective components.

5. UNMIK is headed by the Special Representative of the Secretary-General, who ensures a coordinated approach by the international civil presence. The Special Representative also ensures coordination with the head of the European Union Rule of Law Mission in Kosovo (EULEX), which has full operational responsibility for the area of rule of law. EULEX is deployed under Security Council resolution 1244 (1999) and operates under the overall authority of the United Nations.

B. Planning assumptions and Mission support initiatives

6. The Mission's strategic objectives remain: strengthening and consolidating peace, security and stability in Kosovo and in the wider region; fulfilling exclusive prerogatives of the Mission under Security Council resolution 1244 (1999); and supporting and rationalizing joint efforts with international partners on the ground operating within the authority of Security Council resolution 1244 (1999), including the European Union and the North Atlantic Treaty Organization (NATO).

7. The Mission will pursue those priorities, inter alia, by monitoring and reporting on, and facilitating the reconciliation among Kosovo's communities; supporting engagement between Belgrade and Pristina, including through the European Union-facilitated dialogue; assisting in efforts to promote the return of internally displaced persons and refugees; determine the fate of missing persons and protect cultural and religious heritage; facilitating, as required, Kosovo's engagement in regional and international forums; fulfilling legal responsibilities as the signatory to treaties and agreements until otherwise agreed by all parties; and fulfilling requisite administrative, community liaison and facilitation roles in northern Mitrovica pending agreement among the parties on a political solution.

8. The UNMIK field presence will continue to serve as a critical interface with the relevant Kosovo institutions at the local level and minority communities with a view to facilitating reconciliation between communities and among communities and the authorities or relevant stakeholders. The Mission will monitor progress in the access to services and institutions by the minority communities. It will conduct proactive monitoring of the security situation in areas of return and liaise with law enforcement agencies, EULEX and Kosovo Force (KFOR) to ensure appropriate follow-up. The Mission will also conduct mapping and profiling of the minority populated areas, returns sites and internally displaced persons social centres, and register perceptions of communities in order to identify possible remedial action. The Mission's field presence will also monitor and participate in the Municipal Community Safety Councils and follow up on the decisions taken and concerns raised with the Kosovo police and other authorities. In particular, the Mission will play a mediation and facilitation role in situations pertaining to minority and returnee communities' livelihood, freedom of movement, property rights, education, medical care, employment, utility services and civil registration. The Mission's reporting and analyses related to promoting sustainable returns provide a foundation for the efforts of the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Kosovo Team at improving the situation for internally displaced persons and minority communities in Kosovo.

9. In the Mitrovica region, the Mission will continue to promote reconciliation and cooperation among all communities, stakeholders and international organizations, and perform an administrative and executive role in North Mitrovica until viable alternatives are established. The Mission will continue to address these priorities in regular meetings with all national and international stakeholders to ensure early detection of potential causes of crises; exchange of information on security-related matters with relevant branches of KFOR and EULEX; and facilitate activities of all international organizations in northern Kosovo with municipal officials and other relevant stakeholders in the region. The Mission will report on community-related issues through regular visits to minority areas to discuss issues of concern with community leaders and other local stakeholders; facilitate resolution of communities' local community-related issues, including implementation of projects, and liaise between donors and beneficiaries in the region. The Mission will facilitate contacts and cooperation among Kosovo Serb municipal officials and representatives of the Kosovo Albanian and other communities residing in the region. The Mission will also assist the municipal community offices in communication with EULEX, KFOR, the United Nations Kosovo Team and civil society organizations, and support civil society organizations in organizing joint activities with the institutions from north and south of the Ibar river, including on returns.

10. The environment within which the Mission will operate in the 2013/14 budget period is expected to continue to evolve and present new challenges to the implementation of the Mission's mandate. The "end of supervised independence of Kosovo" declared by the International Steering Group (composed of States which recognized Kosovo's independence) on 10 September 2012 led to the closure of the International Civilian Office. International actors operating under the same overarching mandate, including FULEX, the Organization for Security and Cooperation in Europe (OSCE) and KFOR are expected to further reduce their deployed strengths and operational functions and activities. Such developments

would require UNMIK to fill certain gaps, including in the areas of monitoring, strategic assessment and facilitation. In this context, UNMIK must be prepared for the need to fulfil some key responsibilities with less resource support from international mandate-holders on the ground.

11. In the area of community confidence-building, the Mission's role would be substantially enhanced by the establishment of funds for quick-impact projects. Such projects, based on a needs assessment, would in particular be used to leverage resources dedicated to (a) inter-municipal and inter-ethnic cooperation; (b) required basic services at the community level to promote cooperation and reconciliation between communities; and (c) economic or environmental conditions at the local level. The quick-impact projects will enhance the role of UNMIK at the community level and contribute to reconciliation in ethnically mixed areas and among the communities north (predominantly Serbian) and south (predominantly Albanian) of the Ibar river. The projects will target economic, cultural and environmental issues, inter-community cooperation and inter-municipal cooperation. A more active engagement at the community level will contribute to creating an environment more conducive to progress in the European Union-facilitated dialogue between Belgrade and Pristina. UNMIK-supported quick-impact projects will target specific communities, utilizing the Mission's comparative advantage in terms of access to all communities, including in the north, where the presence of other international actors is limited. UNMIK will coordinate the implementation of the projects with other partners to ensure synergy.

12. After a comprehensive review of the Mission's supply lines, locations, service modalities and personnel structure, the 2013/14 budget proposal contains an adjustment to the security and support staffing structures resulting in a reduction of 34 posts and 1 temporary position as presented in the support component of the current report. The downsizing of the support and security structure will also increase the proportion of national staff, align the number of support staff with the number of substantive personnel, and reflect adjustments towards more centralized and efficient service delivery while still ensuring that the appropriate level of internal controls and in-house capacity is retained. Emphasis has also been placed on the capacity-building of national staff through the conversion of 6 international posts to 5 National Professional Officers and 1 national General Service post. In strengthening the Mission's substantive delivery in the areas of inter-community reconciliation, rule of law and human rights, 4 international posts and 3 national staff posts are proposed for establishment. With the reduction of support posts and the increase of substantive posts, the overall adjustment to the Mission's staffing structure in the 2013/14 budget proposal is a reduction of 27 posts and 1 temporary position.

13. The combined international staffing complement in the Mission Support Division and Security Section in the 2013/14 financial period is proposed at 53, representing 40 per cent of the total international staffing establishment of 132; compared to 87 in the 2012/13 period, which represented 54 per cent of the total international staff complement of 162. It is also proposed to convert 1 general temporary assistance position at the national General Service level to a regular national General Service post owing to the long-term nature of the duties in the Conduct and Discipline Unit.

14. The proposed budget for 2013/14 shows an overall decrease of $2.0 million (4.3 per cent) compared to the approved 2012/13 budget, owing primarily to decreased provisions for international staff as a result of the reduction of 30 posts, partly offset by an increased requirement for national staff owing mainly to higher actual average grade levels and the increase in the salary scale effective February 2012. UNMIK was categorized as a family duty station effective 1 January 2013 and the financial impact, if any, is not immediately known and is not included. The operational costs reflect a reduction of $172,000 (1.9 per cent) compared to the 2012/13 budget, which reflects the Mission's continuing efforts to reduce costs. The reduction is achieved through a number of initiatives, including reductions in stock holdings of expendable and non-expendable property, such as the initiative to withdraw and dispose of 53 aged vehicles by 30 June 2013 and a further 13 by 30 June 2014 without replacement; and careful monitoring and prioritizing official travel and training, including through greater utilization of videoconferencing, emphasis on internal training, and advance purchase of tickets. In addition, in the area of information and communications technology, the Mission will limit its acquisition activity to priority requirements. Under facilities and infrastructure, reduced cost is owing to new lower-priced contracts for outsourced security and maintenance services and lower cost of rental of premises owing to the new location of the Mitrovica office. The overall decrease in operational costs is partly offset by the provision for quick-impact projects, increased costs of information technology services for support for new or upgrades of software systems and applications, and cost of renovation services at the Mission headquarters compound.

C. Partnerships, country team coordination and integrated missions

15. UNMIK will ensure international engagement in areas where it has comparative advantages among international presences, including in those geographical regions where other international actors are less operational. While particularly relevant in the north of Kosovo, this also applies in some minority enclaves, where UNMIK facilitates and encourages cooperation and reconciliation. The Mission will seek to maximize collective results through partnership with appropriate local and international partners, including, but not limited to the United Nations agencies, funds and programmes in Kosovo, and those in Serbia proper through the United Nations Office in Belgrade.

16. In addition, UNMIK will continue to enhance its cooperation with the United Nations Kosovo Team as part of the Integrated Missions Planning Process to maximize the collective impact of the United Nations family and other partners in Kosovo, utilizing Common Development Plan thematic working groups and other existing mechanisms, which also include non-United Nations actors on the ground, such as OSCE, EULEX and KFOR. UNMIK and the United Nations Kosovo Team will continue to implement the United Nations Strategic Framework for Kosovo, and will jointly focus on promoting inclusiveness in multi-ethnic municipalities; promoting access for returnees to effective structures and mechanisms that ensure sustainable returns and reintegration; monitoring human rights and gender equality compliance by Kosovo authorities and international institutions present in Kosovo; and harmonizing United Nations activities in the Mitrovica region.

D. Results-based-budgeting frameworks

17. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A to the present report.

Executive direction and management

18. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General									
Approved posts 2012/13	1	2	7	7	3	**20**	10	4	**34**
Proposed posts 2013/14	1	2	7	7	3	**20**	10	4	**34**
Net change	–	–	–	–	–	–	–	–	–

[a] Includes National Professional Officers and national General Service staff.

Component 1: substantive

19. As detailed in the framework below, the Mission is mandated to strengthen and consolidate peace, security and stability in Kosovo and in the wider region. Its strategic priorities include fulfilling its coordination and facilitation roles, its communities work and role in the north of Kosovo, and enhancing cooperation and coordination among international actors, especially with other international missions operating within the authority of Security Council resolution 1244 (1999), including the European Union and NATO, to assure a broad alignment of strategic aims on the ground.

20. At the same time, the Mission will seek to adjust to possible changes in the operational environment, including the activities of other international organizations following the declared end of "supervised independence" by the Kosovo authorities and the International Steering Group in September 2012.

21. In this context, as outlined under the expected accomplishment 1.1, the Mission will continue to enhance its community work especially for providing assistance to relevant minority communities. The Mission will also strengthen its monitoring and strategic assessment functions, including promotion and advocacy for improvements to core issues in relation to developments that affect inter-ethnic relations, the political situation and peace and stability in Kosovo and the subregion. The Mission will continue to maintain political dialogue with stakeholders for a sustainable solution in fulfilling administrative and executive functions in north

Mitrovica, pending the establishment of viable alternatives to deliver basic public services.

22. As outlined in expected accomplishment 1.2, the mandate activities also entail supporting and encouraging political and technical dialogue between Belgrade and Pristina; participating in efforts to promote internally displaced persons and refugee returns; determining the fate of missing persons from the conflict, protecting cultural and religious heritage, including coordinating efforts on behalf of the United Nations Educational, Scientific and Cultural Organization and facilitate a number of cultural and religious issues concerning the Serb minority community and the Serb Orthodox Church; facilitating Kosovo's engagement in regional and international forums, as necessary; and fulfilling the responsibilities of UNMIK as the signatory to treaties and agreements, pending an agreement on relevant arrangements by all parties.

Expected accomplishments	*Indicators of achievement*
1.1 Progress towards reconciliation and integration of all communities in Kosovo	1.1.1 Project implementation in three municipalities through profiling and mapping of municipalities and analysing local perception under the United Nations Strategic Framework for Kosovo and 20 related quick-impact projects (2011/12: 0; 2012/13: 0; 2013/14: 20)
	1.1.2 Meetings and joint activities between institutions and civil society organizations from north and south of the Ibar river, including on returns-related and technical issues (2011/12: 55; 2012/13: 45; 2013/14: 45)

Outputs

- Resolution, through daily facilitation, of practical issues affecting minority communities or the relationships between communities at the local level throughout Kosovo
- Participation in quarterly meetings of a United Nations Kosovo Team working group for the exchange of information and reporting on multi-ethnic municipalities among relevant international stakeholders, in consultation with local institutions and communities, and the development of strategies to contribute to an increase in the inclusiveness of such municipalities
- Daily and weekly reports to the international community covering all municipalities on community-related issues, including returns, measures undertaken by the Kosovo authorities to increase the participation and representation of minority communities in local administrative structures, and the rights of Kosovo communities
- Participation in quarterly meetings of a working group on returns chaired by UNHCR or Kosovo authorities for the sharing of information and reporting on returns among relevant international organizations, in consultation with local institutions and communities, as required, to address the needs of returnees
- Weekly meetings and when required with municipal officials of the northern municipalities, KFOR and EULEX to coordinate activities and discuss issues of mutual interest, including security concerns and contributing to confidence-building

- Daily briefings in three municipalities in the north of Kosovo and regularly in other locations in Kosovo, with the goal of keeping stakeholders updated and coordinating the reconciliation and cooperation of all communities in Kosovo
- Monthly meetings of UNMIK, the United Nations Kosovo Team and other international/regional actors human rights contact group and subgroups focusing on security incidents affecting non-majority communities and property rights. These platforms enable sharing of information and strengthening of coordination in advocacy on human rights issues
- Processing of an estimated 100 cases of alleged human rights violations reported to the Human Rights Advisory Panel
- Weekly meetings with the Kosovo authorities to advocate and facilitate the provision of civil registration services to the Kosovo-Serb community, and with EULEX in order to ensure continuous inclusion in the EULEX agenda for minority communities
- Bimonthly meetings of the Security and Gender Group, which includes international actors, Kosovo authorities and civil society organizations to enhance coordination and information-sharing among international actors, Kosovo authorities, and civil society in relation to gender programmes and issues
- Daily and weekly reports to the international community, including OSCE and United Nations agencies in Kosovo, on political developments in Kosovo
- Published quarterly reports to the Security Council covering all relevant developments in Kosovo
- Monitor and evaluate the implementation of an estimated 20 quick-impact projects through the project review committee and project management team which conduct site visits, review and report on progress on a regular basis to ensure successful implementation of such projects
- Media products and regular updates aimed at informing and promoting awareness and understanding of developments and issues, including, but not limited to, freedom of movement, the right to return and the protection of minority communities, political developments and processes, intercommunity dialogue, security issues and human rights, including 10 press releases; 12 Web and radio public service announcements; the UNMIK FM radio network (Ophelia FM), 24 hours a day, 7 days a week, targeting minority communities; and daily media monitoring reports (two editions a day, local and international press, television, radio, Internet) distributed via e-mail (1,500+ subscribers), website and social media updates, and daily contacts with the media

Expected accomplishments	*Indicators of achievement*
1.2 Progress with respect to Kosovo's cooperation and dialogue with Belgrade, regional neighbours and international organizations	1.2.1 Meetings facilitated between Belgrade and Pristina on issues of mutual concern, such as missing persons and cultural heritage (2011/12: 19; 2012/13: 15; 2013/14: 15)
	1.2.2 Kosovo's facilitated involvement in certain international meetings, including those not covered by the European Union-led dialogue agreements between Belgrade and Pristina on regional representation and cooperation, focusing mainly on enabling decision-making processes within the international multilateral agreements signed by UNMIK on behalf of Kosovo (2011/12: 63; 2012/13: 60; 2013/14: 45)

	1.2.3 Kosovo authorities' compliance with international and regional human rights standards and engagement with human rights mechanisms and treaty bodies, and their development of review and implementation of strategies and regulations that enhance protection and promotion of human rights through facilitating their compliance with requests by international human rights treaty bodies (Covenant on Civil and Political Rights, Covenant on Economic, Social and Cultural Rights, Convention on the Elimination of Discrimination against Women, Convention on the Rights of the Child, and special procedures for reports on human rights in Kosovo), if possible working with local authorities to prepare documents and respond to comments and recommendations

Outputs

- Continue support to the European Union-facilitated dialogue and agreements between Belgrade and Pristina, such as the dialogue format foreseen in General Assembly resolution 64/298, including assistance to meetings through continued sharing of the Mission's institutional memory and expertise on issues discussed as part of the dialogue
- 50 meetings by UNMIK senior leadership with Pristina and Belgrade officials to discuss political issues of concern
- Facilitation of decision-making processes within the international multilateral agreements signed by UNMIK on behalf of Kosovo — such as the Central European Free Trade Agreement, the Energy Community, the core regional transport network (the South-east European Transport Observatory), the European Common Aviation Area, the Regional Cooperation Council — through attending an estimated 45 meetings jointly with Kosovo representatives or carrying out other modes of intervention
- Preparation and submission of 3 responses to United Nations and European human rights bodies whenever required to do so, and readiness to support directly the Kosovo authorities whenever required and requested
- Facilitation of dialogue between Belgrade and Pristina on missing persons, including through participation in ad hoc meetings of the Working Group on Missing Persons and weekly liaison with the Kosovo Commission on Missing Persons, the Serbian Government Commission on Missing Persons and the International Committee of the Red Cross
- Semi-monthly liaison, facilitation and mediation with relevant international and local stakeholders on the protection of cultural and religious heritage sites in Kosovo
- Processing and preparing documentation and legal instruments in relation to received requests for mutual legal assistance pursuant to applicable international and local law and bilateral agreements with other Governments received from Kosovo institutions, Member States that do not recognize Kosovo as an independent State and/or EULEX
- Preparation and conclusion of an estimated 5 agreements between UNMIK and KFOR contingents regarding the handover of KFOR premises/camps that are socially or publicly owned property

- Attending an estimated 50 court hearings and responding to an estimated 100 submissions, related to claims and cases stemming from activities involving the Kosovo Trust Agency received from the Special Chamber and municipal courts during the budget period. Negotiation and settlement of an estimated 50 outstanding legal claims and cases stemming from activities involving the Kosovo Trust Agency received from the Special Chamber and municipal courts during the budget period
- Processing of an estimated 900 requests from Kosovo residents, non-recognizing countries, and liaison offices for the authentication and certification by UNMIK of, inter alia, Kosovo civil status documentation, pension certificates and academic documents which need to be used in countries that do not recognize Kosovo as an independent State
- Processing and preparing documentation in accordance with applicable law in relation to requests received for the issuance of international wanted notices, also known as INTERPOL (International Criminal Police Organization) Red Notices, and processing and referral of an estimated 1,500 INTERPOL cases (international crime and automobile theft) for investigation by the relevant actors in Kosovo

External factors

The regional security environment will remain calm. EULEX, OSCE and KFOR will continue providing support

Table 2
Human resources: component 1, substantive

Category	*Total*
I. Military observers	
Approved 2012/13	8
Proposed 2013/14	8
Net change	–
II. United Nations police	
Approved 2012/13	8
Proposed 2013/14	8
Net change	–

	International staff								
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff[a]*	*United Nations Volunteers*	*Total*
Office of Political Affairs									
Approved posts 2012/13	–	1	2	1	–	4	6	2	12
Proposed posts 2013/14	–	1	2	1	–	4	6	2	12
Net change	–	–	–	–	–	–	–	–	–
Office of Legal Affairs									
Approved posts 2012/13	–	1	4	6	1	12	2	–	14
Proposed posts 2013/14	–	1	4	6	1	12	2	–	14
Net change	–	–	–	–	–	–	–	–	–

Office for Community Support and Facilitation									
Approved posts 2012/13	–	1	5	4	–	**10**	7	4	**21**
Proposed posts 2013/14	–	1	5	4	–	**10**	7	4	**21**
Net change	–	–	–	–	–	–	–	–	–
Rule of Law Liaison Office									
Approved posts 2012/13	–	–	2	4	1	**7**	6	2	**15**
Proposed posts 2013/14	–	–	2	5	1	**8**	7	2	**17**
Net change	–	–	–	**1**	–	**1**	**1**	–	**2**
Mitrovica Office									
Approved posts 2012/13	–	1	6	5	1	**13**	19	5	**37**
Proposed posts 2013/14	–	1	7	7	1	**16**	21	5	**42**
Net change	–	–	**1**	**2**	–	**3**	**2**	–	**5**
United Nations Office in Belgrade									
Approved posts 2012/13	–	1	2	1	2	**6**	4	–	**10**
Proposed posts 2013/14	–	1	2	1	2	**6**	4	–	**10**
Net change	–	–	–	–	–	–	–	–	–
Office of the Spokesperson and Public Information									
Approved posts 2012/13	–	–	2	–	–	**2**	9	1	**12**
Proposed posts 2013/14	–	–	2	–	–	**2**	9	1	**12**
Net change	–	–	–	–	–	–	–	–	–
Military Liaison Office									
Approved posts 2012/13	–	–	1	–	–	**1**	3	–	**4**
Proposed posts 2013/14	–	–	1	–	–	**1**	3	–	**4**
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2012/13	–	5	24	21	5	**55**	56	14	**125**
Proposed posts 2013/14	–	5	25	24	5	**59**	59	14	**132**
Net change	–	–	**1**	**3**	–	**4**	**3**	–	**7**
Total (I-III)									
Approved 2012/13	–	–	–	–	–	–	–	–	**141**
Proposed 2013/14	–	–	–	–	–	–	–	–	**148**
Net change	–	–	**1**	**3**	–	**4**	**3**	–	**7**

[a] Includes National Professional Officers and national General Service staff.

International staff: increase of 4 posts (establishment of 1 P-4, 1 P-3 and 2 P-2 posts)

National staff: increase of 3 posts (establishment of 3 National Professional Officer posts)

Rule of Law Liaison Office

International staff: increase of 1 post (establishment of 1 P-3 post)

National staff: increase of 1 post (establishment of 1 National Professional Officer post)

23. In the Rule of Law Liaison Office, it is proposed to strengthen the capacity for judicial and legal support in the Mitrovica region, to meet increasing demands for reporting, analysis and liaison functions in this sensitive area. Accordingly, it is proposed to establish a P-3 post of Legal/Judicial Affairs Officer and a National Professional Officer post of Legal Expert, both based in the Mitrovica region. The posts are needed to carry out functions covering rule of law issues in order to ensure substantive engagement with local institutions, and enhance cooperation with EULEX, and to address the special institutional circumstances of northern Kosovo, a key priority in the political dialogue that has gained momentum over the past year. The two posts will address new rule of law issues that have emerged in areas where inter-community issues have transpired, specifically in northern Kosovo, and to reinforce the Mission's role as an impartial broker facilitating solutions on the ground, in close liaison with relevant institutional actors and stakeholders. The Mission's capacity for analysis and reporting of information on rule of law issues will also be appropriately strengthened by this targeted increase in regional capacity. In addition, the Legal/Judicial Affairs Officer will be required to strengthen the capacity to facilitate the issuance of International Wanted Notices, including: review of requests submitted by the Kosovo Ministry of Justice or EULEX; liaison with relevant officials to ensure that all required legal documentation is included in the request; ensure that the request is legally acceptable; prepare draft International Wanted Notices to be signed by the Special Representative of the Secretary-General; facilitate issuance of the request; and ensure appropriate follow-up action.

Mitrovica Office

International staff: increase of 3 posts (establishment of 1 P-4 and 2 P-2 posts)

National staff: increase of 2 posts (establishment of 2 National Professional Officer posts)

24. A series of recent and anticipated developments in the northern part of Kosovo provide the basis for the proposal to establish five posts in the regional Mitrovica Office comprising three Civil Affairs Officer posts (1 P-4, 1 P-2 and 1 National Professional Officer post) and two Human Rights Officer posts (1 P-2 and 1 National Professional Officer post).

25. The proposed establishment of one P-4 post, one P-2 post and one National Professional Officer post of Civil Affairs Officers will strengthen the essential role UNMIK plays in the northern region, where it continues to promote stability, and inter-community reconciliation is of increased strategic importance as some of the most difficult institutional and inter-community problems affecting the region are increasingly being addressed through political dialogue. The Mission's role provides an important element of the international community's response to past and

emerging inter-community tension owing to, inter alia, the decreased level of support available to facilitation functions of the UNMIK Administration Mitrovica; disputes over acceptable procedures to facilitate housing reconstruction and returns in ethnically mixed areas; and implementation on the ground of agreements reached through political dialogue. The proposed strengthening of the Mitrovica Office builds on the acceptance and confidence in UNMIK among key stakeholders in northern Kosovo and the Mission's access to local communities, and will contribute to the advancement of inter-community reconciliation and broader stability in the north of Kosovo. The three Civil Affairs Officers will be responsible for ensuring effective coordination, facilitation and liaison with local counterparts and international partners in the Mitrovica region. As part of this work, the incumbents will focus on strengthening effective local and international action for the protection of cultural and religious heritage sites, as well as fostering interreligious dialogue to promote tolerance and reconciliation between the communities.

26. The proposed establishment of one P-2 post and one National Professional Officer post of Human Rights Officers will ensure increased focus on key human rights and gender issues in the region and on community relations. The incumbents will engage with women representatives of the communities and women's non-governmental organizations, as well as with authorities in north and south Mitrovica, to help ensure that human rights and gender concerns are taken into due consideration and contribute to progress in inter-community reconciliation through more broadly based participation in reconciliation initiatives and projects.

Component 2: support

27. The Mission's support component will provide effective and efficient logistical, administrative and technical services in support of the Mission's implementation of its mandate. Support will be provided to the authorized strength of 8 military liaison officers, 8 United Nations police officers, and 374 civilian personnel. The range of support will comprise all support services, including personnel administration, health care, information communications and technology, logistics operations, including facilities maintenance, ground transportation and supply operations, general services, visa and travel, property management, records and archives, and the implementation of a conduct and discipline programme.

28. During the 2013/14 period, the support component will continue improvements in property management and implement various tools and projects to improve the Mission's information technology infrastructure, such as implementing a new Internet protocol telephone system and improve delivery of information and communication services as outlined in the indicators of achievement below. In order to improve the working environment of staff, the Mission will also perform winterization works and facilities improvement in the Mission headquarters main building in Pristina.

Expected accomplishments	*Indicators of achievement*
2.1 Effective and efficient logistical, administrative and security support to the Mission	2.1.1 Improved property management through (a) write-off and disposal: 120-day process timeline with focus on disposal through commercial sale; (b) Local Property Survey Board: a maximum of 10 per cent write-off process longer than 12 months and time frame of 42 days for case processing; and (c) 100 per cent physical verification of assets and impairment exercise and disposition of written-off assets by 31 December 2013
	2.1.2 Progress on the International Public Sector Accounting Standards (IPSAS) and Umoja implementation
	2.1.3 Improvement in information and communications technology service delivery, including reduction in upgrade/update time of software and improvement in security of the network and improved telephone services through a new Internet protocol telephone system

Outputs

Service improvements

- Physical verification of all assets and expendable property, up-to-date information maintained in the inventory system, discrepancies reconciled, assets written off and disposed of, no backlog in Local Property Survey Board cases
- Support for the implementation of IPSAS, including re-engineering of business processes for IPSAS compliance, updating the Mission's standard operating procedures to reflect IPSAS requirements, and training of all finance, budget and property management staff in the Mission
- Support for the implementation of Umoja, including legacy system data quality analyses and data cleansing in the Mission
- Implementation of System Centre Configuration Management system as the primary tool to provide a centralized solution to manage information technology computing devices, including deployment of all applications, operating systems and software updates centrally
- Improve telephone services in the Mission by full migration of all users to the new Internet protocol telephone system

Military, police and civilian personnel

- Emplacement, rotation and repatriation of 8 military liaison officers and 8 United Nations police officers
- Administration of 374 civilian staff, comprising 132 international staff, 214 national staff and 28 United Nations Volunteers

Facilities and infrastructure

- Occupational health and safety improvements in main Mission headquarters building by renovating 10 restroom facilities in order to meet the sanitary requirements for a Mission headquarters building

- Winterization works in the main Mission headquarters building to meet the Mission's minimum accommodation standards by replacing a total of 380 exterior office windows with better water- and wind-tight windows. This will also reduce the heating cost for the Mission headquarters building
- Installation of three solar water heaters. During the 2011/12 period, the Mission measured the energy consumption of most water heaters; replacement of three water heaters in areas with the highest energy consumption will be cost-effective if replaced with three solar water heaters
- Refurbishment of one prefabricated building
- Repairs and maintenance of four central heating plants located in the Mission's headquarters in Pristina that need extensive service and repair
- Upgrade of perimeter fence in Mitrovica to be minimum operating residential security standards-compliant

Ground transportation

- Operation and maintenance of 146 United Nations-owned vehicles consisting of 100 light passenger vehicles, 21 special purpose vehicles (4 buses, 11 trucks and 6 vans), 4 ambulances, 14 armoured vehicles, 2 mobile engineering vehicles and 5 mobile material handling vehicles

Communications

- Support and maintenance of a satellite network consisting of 1 earth station hub and 5 very small aperture terminals, 10 telephone exchanges, 24 microwave links, 6 videoconferencing systems and 41 very high frequency repeaters
- Maintenance and support of 5 FM radio network infrastructure and production studio
- Replacement of 1 telephone exchange and 10 cellular phones in order to achieve compatibility with voice-over-Internet technology

Information technology

- Support and maintenance of 125 virtual servers, 3 blade servers, 12 high-end servers, 109 switches, 34 routers, 2 wireless LAN Kits, 2 backup systems, 7 security systems, 501 computing devices, 119 printers including 44 multifunction equipment (printer, scanner and copier) and plotter printers, 50 digital senders in 4 individual sites in Pristina, Belgrade, Mitrovica offices and Pec, and 510 e-mail accounts
- Replacement of 1 blade server for improved response time and compatibility with the Virtual Desktop Infrastructure

Medical

- Operation and maintenance of 1 level-I clinic in Pristina and 1 basic clinic in Mitrovica providing emergency stabilization services for all United Nations staff

Conduct and discipline

- Seven briefing sessions on sexual exploitation and abuse and conduct discipline-related issues for new staff members in the Mission
- Completion of 374 conduct and discipline mandatory online training sessions among staff members
- Communication of United Nations rules and regulations related to conduct and discipline matters and procedures for reporting misconduct through the conduct and discipline web page on the Mission's intranet

Security

- Provision of security services 24 hours a day, 7 days a week for all United Nations staff within the Mission area
- Mission-wide office and site security assessment, including residential surveys for all new arriving staff and changes of residence
- Support and maintenance of the workplace safety and security programme through the provision of advice at monthly safety committee meetings, regular monitoring of workplace safety and security, conduct of 2 fire drills for all Mission personnel and regular training for all fire wardens

External factors

Regional security environment will remain calm. The adjacent borders will remain open for delivery of goods and services

Table 3
Human resources: component 2, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Conduct and Discipline Unit									
Approved posts 2012/13	–	–	1	–	–	1	–	–	1
Proposed posts 2013/14	–	–	1	–	–	1	1	–	2
Net change	–	–	–	–	–	–	1	–	1
Approved temporary positions[b] 2012/13	–	–	–	–	–	–	1	–	1
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	(1)	–	(1)
Subtotal									
Approved 2012/13	–	–	1	–	–	1	1	–	2
Proposed 2013/14	–	–	1	–	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Chief of Mission Support (including regional support offices in Belgrade and Mitrovica)									
Approved posts 2012/13	–	1	2	2	3	8	13	6	27
Proposed posts 2013/14	–	1	3	1	1	6	15	5	26
Net change	–	–	1	(1)	(2)	(2)	2	(1)	(1)
Administrative Services									
Approved posts 2012/13	–	–	5	5	17	27	35	–	62
Proposed posts 2013/14	–	–	4	4	9	17	38	1	56
Net change	–	–	(1)	(1)	(8)	(10)	3	1	(6)

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Technical Support Services									
Approved posts 2012/13	–	–	3	1	19	**23**	54	4	**81**
Proposed posts 2013/14	–	–	2	1	12	**15**	46	4	**65**
Net change	**–**	**–**	**(1)**	**–**	**(7)**	**(8)**	**(8)**	**–**	**(16)**
Subtotal, Mission Support Division									
Approved posts 2012/13	–	1	10	8	39	**58**	102	10	**170**
Proposed posts 2013/14	–	1	9	6	22	**38**	99	10	**147**
Net change	**–**	**–**	**(1)**	**(2)**	**(17)**	**(20)**	**(3)**	**–**	**(23)**
Security Section									
Approved 2012/13	–	–	–	2	26	**28**	43	–	**71**
Proposed 2013/14	–	–	–	2	12	**14**	45	–	**59**
Net change	**–**	**–**	**–**	**–**	**(14)**	**(14)**	**2**	**–**	**(12)**
Total									
Approved posts 2012/13	–	1	11	10	65	**87**	145	10	**242**
Proposed posts 2013/14	–	1	10	8	34	**53**	145	10	**208**
Net change	**–**	**–**	**(1)**	**(2)**	**(31)**	**(34)**	**–**	**–**	**(34)**
Approved temporary positions[b] 2012/13	–	–	–	–	–	–	1	–	–
Proposed temporary positions[b] 2013/14	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**–**
Total									
Approved 2012/13	–	1	11	10	65	**87**	146	10	**243**
Proposed 2013/14	–	1	10	8	34	**53**	145	10	**208**
Net change	**–**	**–**	**(1)**	**(2)**	**(31)**	**(34)**	**(1)**	**–**	**(35)**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: decrease of 34 posts (abolishment of 1 P-4, 2 P-3 and 25 Field Service posts, conversion of 6 Field Service posts to 5 National Professional Officer and 1 national General Service posts)

National staff: no net change (abolishment of 7 national General Service posts, establishment of 5 National Professional Officer and 1 national General Service posts through conversion of 6 Field Service posts and establishment of 1 national General Service post through conversion of general temporary assistance position)

General temporary assistance positions: decrease of 1 temporary position (conversion of 1 national General Service position to post)

Conduct and Discipline Unit

National staff: increase of 1 post (conversion of 1 national General Service position to post)

General temporar assistance positions: decrease of 1 temporary position (conversion of 1 national General Service position to post)

29. The role of the Conduct and Discipline Unit in peacekeeping missions is to implement a strategy to eliminate misconduct, including sexual exploitation and abuse, based on three core elements, i.e., prevention activities, enforcement activities, and remedial action activities. These functions have become an integral part of peacekeeping operations, and can now be considered of a continuous nature. It is therefore proposed to convert 1 temporary national General Service position of Administrative Assistant to 1 regular post.

Mission Support Division

International staff: decrease of 20 posts (abolishment of 1 P-4, 2 P-3 and 13 Field Service posts and conversion of 4 Field Service posts)

National staff: net decrease of 3 posts (abolishment of 7 national General Service posts, establishment of 3 National Professional Officer posts and 1 national General Service post through conversion of 4 Field Service posts)

Office of the Chief of Mission Support

International staff: net decrease of 2 posts (reassignment of 1 P-4 post from Technical Support Services/Logistics, redeployment of 1 P-3 post to Finance Section, abolishment of 2 Field Service posts)

National staff: net increase of 2 posts (redeployment of 1 National Professional Officer post to Finance Section, redeployment of 1 national General Service post from Logistics Section, reassignment of 2 national General Service posts from Logistics Section)

United Nations Volunteers: decrease of 1 post (redeployment to Finance Section)

30. The Office of the Chief of Mission Support oversees the Medical Services Office, the United Nations Volunteers Support Unit, the support staff in the regional offices in Belgrade and Mitrovica and the newly established Contracts Management Unit.

31. It is proposed to reassign 1 P-4 post from the Logistics Section to the Office of the Chief of Mission Support to establish a Staff Counsellor function in the Mission,

as recommended by the United Nations Office of the Ombudsman and Mediation Services. The Staff Counsellor will provide a support mechanism to engender improvements in the work environment, staff relations and staff welfare and well-being. Without the Staff Counsellor, there is a risk of disharmony in the work environment with adverse effect on staff members well-being and productivity.

32. It is proposed that the finance and budget functions be merged into a single Finance and Budget Section. The 3 posts of the Budget and Cost Control Unit, comprising 1 P-3 post, 1 National Professional Officer post and 1 United Nations Volunteer under the Office of the Chief of Mission Support, will be redeployed to the consolidated Finance and Budget Section. The consolidation of the finance and budget functions is intended to improve the Mission's capacity in providing financial management and related advisory services with the implementation of IPSAS and the Umoja enterprise system, which will integrate financial, human resources and inventory systems. The proposed merging is also intended to enhance the alignment between the formulation and implementation of the budget while also improving financial management through higher capacity of the larger section. The Finance and Budget Section will be led by the Chief Finance Officer at the P-4 level and the P-3 Budget Officer will deputize the Chief. The proposal will not change the delegation of authority or the internal procedures for financial administration in order to preserve existing segregation of duties and effective internal controls.

33. It is proposed to abolish 1 Field Service post of Administrative Assistant from the Office of Chief of Mission Support. The abolishment would allow for the capacity-building of national staff and the reduction of the number of international staff performing functions that can be carried out by national staff. The workload would be absorbed by 2 Administrative Assistants at the national General Service level.

34. It is also proposed to abolish 1 Field Service post of Information Technology Technician from the Mitrovica support office because it has been determined that the functions of the post can be carried out by the existing United Nations Volunteer Information Technology Technician.

35. It is proposed to establish a Contracts Management Unit under the Office of the Chief of Mission Support, in order to comply with the recommendation of the Board of Auditors on monitoring of contract expiry dates and planning for the timely renewal or solicitation from new vendors through a competitive process. The new unit will provide support, guidance and assistance to the Procurement Section and other units throughout the process of development, implementation and close-out of contracts. The unit will develop the quality assurance framework supporting contract management, including establishing performance standards and key performance indicators at the contract development stage and a systematic process of auditing, monitoring and testing during the implementation stage. The unit will also establish a centralized contract database for the maintenance of contract performance reports, contract close-out reports and lessons learned, and provide training to self-accounting units. The unit will consist of 3 national General Service posts of Contracts Management Assistants redeployed and reassigned from the Logistics Section under Technical Support Services. The Mission increasingly relies on commercial contractors to provide goods and services, and the new unit will enhance the internal controls and oversight mechanism on contract management in

line with the Department of Peacekeeping Operations/Department of Field Support Contract Management Policy issued in April 2012.

Administrative Services

International staff: net decrease of 10 posts (abolishment of 1 P-4, 2 P-3 and 4 Field Service posts, redeployment of 1 P-3 post from the Budget and Cost Control Unit, conversion of 4 Field Service posts)

National staff: net increase of 3 posts (redeployment of 1 National Professional Officer post from the Budget and Cost Control Unit, establishment of 3 National Professional Officer posts and 1 national General Service post through conversion of 4 Field Service posts, and abolishment of 2 national General Service posts)

United Nations Volunteers: increase of 1 post (redeployment from the Budget and Cost Control Unit)

36. The Office of the Chief of Administrative Services oversees the Finance Section, the Personnel Section, the Procurement Section and the General Services Section.

37. It is proposed to abolish 1 P-4 post of Chief of General Services. The functions carried out by the Chief General Services Officer are no longer required as the mandate of the General Services Section can be carried out adequately by five units under the supervision of the respective Unit Chiefs, who will report directly to the Chief of Administrative Services. The abolishment of the post will allow for a more cost-effective operation of the General Services Section.

38. In the General Services Section, it is proposed to convert 1 Field Service post of Property Control and Inventory Assistant to a national General Service post with the same title. As a result of the significant reduction in the Mission's non-expendable property, the function can be carried out efficiently at the national General Service level.

39. In the General Services Section, it is also proposed to abolish 1 Field Service post of Movement Control Assistant. As a result of the decrease in Mission activities in this area, the movement control function can be carried out efficiently by the remaining post at the national General Service level. The abolishment of the post will enhance the capacity-building opportunities for national staff.

40. In the Procurement Section, it is proposed to abolish 1 P-3 post of Procurement Officer, 2 Field Service posts and 1 national General Service post of Procurement Assistant. In view of a steady decline in the Mission's procurement activities, the procurement functions can be carried out by the remaining staff in the section, consisting of 1 P-4 post, 3 national General Service posts and the National Professional Officer post proposed below.

41. In addition, in the Procurement Section, it is proposed to convert 1 Field Service post of Procurement Assistant to a National Professional Officer post with a view to building the capacity of the national staff.

42. It is proposed to merge the Budget and Cost Control Unit currently under the Chief of Mission Support into the Finance Section with the purpose of improving the capacity in providing financial management and advisory services by unifying the resources of two small sections. The merge will involve the redeployment of

1 P-3 post, 1 National Professional Officer post and 1 United Nations Volunteer post from the Budget and Cost Control Unit to the Finance Section. There will be no change in delegation of authority or changes in internal procedures for the financial administration in order to preserve the existing division of duties and effective internal control. This structure is consistent with the delivery structure of most special political missions, and it will improve the monitoring through increased capacity under the responsibility of one Chief, better align formulation of the budget and the utilization and reporting of expenditure and better facilitate the roll-out of IPSAS and Umoja in a small peacekeeping mission.

43. In addition, in the Finance Section, it is proposed to abolish 1 P-3 post of Finance Officer and 1 national General Service post of Finance Assistance from the Accounts Unit under the Finance Section. The Mission considers that the functions of the Accounts Unit can be accomplished by the remaining Finance Assistant at the national General Service level and the National Professional Officer post proposed below. Temporary shortfall of staff members in any unit under the Finance Section would be covered through rotation and internal redeployment of staff.

44. Furthermore in the Finance Section, it is also proposed to convert 2 Field Service posts of Finance Assistant to 2 National Professional Officer posts of Finance Officer. One National Professional Officer will head the Accounts Unit and the other National Professional Officer will head the Cash Office. The conversion of these posts will allow for capacity-building of the national staff and create opportunities for upward mobility.

45. In the Personnel Section, it is proposed to abolish 1 Field Service post of Human Resources Assistant as the functions can be absorbed by the existing staff of the section, which will at the same time contribute to the capacity-building of national staff and a more cost-effective delivery of the Section's mandate.

Technical Support Services

International staff: net decrease of 8 posts (reassignment of 1 P-4 post to the Office of the Chief of Mission Support, abolishment of 7 Field Service posts, redeployment of 1 Field Service post from the Communications and Information Technology Section to the Logistics Section)

National staff: decrease of 8 posts (abolishment of 5 national General Service posts, redeployment of 1 national General Service post from the Communications and Information Technology Section to the Logistics Section, redeployment of 1 national General Service post to the Contracts Management Unit, and reassignment of 2 national General Service posts to the Contracts Management Unit)

46. The Office of the Chief of Technical Support Services oversees the Communications and Information Technology Section and the Logistics Section.

47. It is proposed to redeploy 1 Field Service post of Information System Assistant and 1 national General Service post of Information Technology Assistant from the Communications and Information Technology Section to the Logistics Section under Technical Support Services. The introduction of the integrated warehousing tasks has allowed for a reduction in the staffing related to hardware, software and infrastructure maintenance; however, the Information System Assistant and the Information Technology Assistant will be required in the reconfigured Logistics Section to perform similar functions.

48. It is further proposed to abolish 4 Field Service posts in the Communications and Information Technology Section, comprising 1 Information System Assistant post, 2 Information Technology Assistant posts and 1 Telecommunications Assistant, as the workload will be shared within the section and tasks will be consolidated.

49. A reconfiguration of the Logistics Section will take place in the 2013/14 period. The objective is to move from the current concept of a self-accounting unit structure which contains supply, engineering and transport units, each of which contain an administrative cell and a warehousing element that performs the same activities to an integrated supply chain management structure. The new structure will consist of a Facilities Management Unit that will oversee the outsourced activities and carry out minor maintenance tasks, a Programme Management Unit that will perform financial, administrative and training functions and unify the standard operating procedures, including requisitioning, and an Asset Management Unit that will provide a more robust resource management to oversee efficient utilization of available stocks and standardize stock levels. This will result in a centralized, standardized and more efficient delivery of services. The Mission does not intend to carry out any engineering projects in the 2013/14 period and has outsourced maintenance of UNMIK premises, and the engineering section will be phased out. The proposed changes would result in the reduction of 12 posts from the Logistics Section through the abolishment of 8 posts and reassignment or redeployment of 4 posts to the Office of the Chief of Mission Support as described in paragraphs 50 to 53 below.

50. It is proposed to abolish 3 Field Service posts (2 Engineering Assistants and 1 Transport Assistant) and 5 national General Service posts (2 Facilities Management Assistants, 2 Supply Assistants and 1 Administrative Assistant) as the new structure of the Logistics Section will eliminate duplicate functions from the self-accounting unit structure.

51. In the Logistics Section, it is also proposed to reassign 2 national General Service posts of Engineering Assistant and Fuel Assistant and redeploy 1 national General Service post of Contracts Management Assistant to the newly established Contracts Management Unit under the Chief of Mission Support (see para. 35 above). The 3 posts will strengthen the contract management capacity with many facilities management services outsourced to external companies, which requires dedicated monitoring.

52. Furthermore in the Logistics Section, it is proposed to reassign 1 P-4 post of Chief Logistics Officer to the Chief of Mission Support as Staff Counsellor (see para. 31 above). The head of the Logistics Section will be the Engineering Officer at the P-3 level reporting to the Chief of Technical Support Services.

Security Section

International staff: decrease of 14 posts (abolishment of 12 Field Service posts and conversion of 2 Field Service posts to National Professional Officer posts)

National staff: increase of 2 posts (establishment of 2 National Professional Officer posts through conversion of 2 Field Service posts)

53. Subsequent to a comprehensive reconfiguration of the Security Section, it is proposed to abolish 12 Field Service posts, comprising 4 Close Protection Officers owing to the improved security situation, 6 Security Officers owing to the merger of

three units into the new unified Security Operations Centre, which will be able to carry out the similar functions with fewer posts, and 1 Security Information Analyst post and 1 Security Investigator post that will no longer be needed. The proposed abolishment of Field Service posts would reduce costs of security services.

54. It is also proposed to convert 2 Field Service posts to National Professional Officer posts in the Security Section owing to the presence of highly skilled security staff in the fields of compound security and fire safety. One of the posts to be nationalized is the Compound Security Officer, who supervises the outsourced contracted security guards and the Security Assistants in charge of access control, compound patrols and security. The other post to be nationalized is the Fire Safety Officer, who is responsible for maintenance of fire safety equipment, conduct of fire drills and supervision of the Fire Safety Assistants. The conversion of the 2 Field Service posts would reduce costs of security services and build national capacity.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2011/12)*	*Apportionment (2012/13)*	*Cost estimates (2013/14)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Military and police personnel					
Military observers	318.7	364.9	350.3	(14.6)	(4.0)
Military contingents	–	–	–	–	–
United Nations police	275.5	375.1	363.1	(12.0)	(3.2)
Formed police units	–	–	–	–	–
Subtotal	**594.2**	**740.0**	**713.4**	**(26.6)**	**(3.6)**
Civilian personnel					
International staff	27 915.8	27 924.4	24 764.2	(3 160.2)	(11.3)
National staff	8 455.2	8 053.0	9 542.0	1 489.0	18.5
United Nations Volunteers	1 039.5	1 314.6	1 208.6	(106.0)	(8.1)
General temporary assistance	30.2	34.1	–	(34.1)	(100.0)
Subtotal	**37 440.7**	**37 326.1**	**35 514.8**	**(1 811.3)**	**(4.9)**
Operational costs					
Government-provided personnel	–	–	–	–	–
Civilian electoral observers	–	–	–	–	–
Consultants	210.4	262.3	193.9	(68.4)	(26.1)
Official travel	480.8	675.4	499.3	(176.1)	(26.1)
Facilities and infrastructure	3 892.6	3 820.1	3 583.0	(237.1)	(6.2)
Ground transportation	634.7	715.2	479.7	(235.5)	(32.9)
Air transportation	–	–	–	–	–
Naval transportation	–	–	–	–	–
Communications	1 458.6	1 600.4	1 552.7	(47.7)	(3.0)
Information technology	1 271.1	1 135.2	1 327.2	192.0	16.9
Medical	79.2	202.9	145.6	(57.3)	(28.2)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	525.6	485.4	518.5	33.1	6.8
Quick-impact projects	–	–	425.0	425.0	–
Subtotal	**8 553.0**	**8 896.9**	**8 724.9**	**(172.0)**	**(1.9)**
Gross requirements	**46 587.9**	**46 963.0**	**44 953.1**	**(2 009.9)**	**(4.3)**
Staff assessment income	4 427.3	3 767.5	3 966.6	199.1	5.3
Net requirements	**42 160.6**	**43 195.5**	**40 986.5**	**(2 209.0)**	**(5.1)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**46 587.9**	**46 963.0**	**44 953.1**	**(2 009.9)**	**(4.3)**

B. Efficiency gains

55. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Streamlining of support and security functions	2 039.7	Reconfiguration and restructuring of sections in the support component with a reduction of 17 posts
Official travel	176.1	Savings achieved through consistent and rigorous review of all travel-related activities by the management, resulting in decreased requirements compared to the 2012/13 period
Total	**2 215.8**	

56. The efficiency gain of $2,039,700 is based on the reduction of 11 international and 6 national posts following a reconfiguration of four sections, resulting in streamlining of functions and more cost-efficient delivery of the support and security services. These reductions are as follows: (a) 1 P-4 post of Chief of General Services will no longer be required as the five unit chiefs in the General Services Section will report directly to the Chief of Administrative Services (see para. 37); (b) 1 P-3 post and 1 national General Service post following the new structure of the Finance and Budget Section (see paras. 42 and 43); (c) 3 Field Service posts and 5 national General Service posts in the Logistics Section following a restructuring that will eliminate duplication of functions (see paras. 49 and 50); and (d) 6 Field Service posts in the Security Section following the merger of three units into a unified Security Operations Centre that will be able to carry out similar functions with fewer posts (see para. 53).

57. The efficiency gain of $176,100 is due to reduced travel costs, including limited travel for training by focusing on internal training with staff trained externally acting as trainers; and reduction in travel activity outside the mission area through careful monitoring and higher utilization of video teleconferencing and using facilitators from other United Nations entities and booking of official travel at least 14 days in advance.

C. Vacancy factors

58. The cost estimates for the period from 1 July 2013 to 30 June 2014 take into account the following vacancy factors:

(Percentage)

Category	Actual 2011/12	Budgeted 2012/13	Projected 2013/14
Military and police personnel			
Military observers	–	–	–
United Nations police	12.5	–	–
Civilian personnel			
International staff	10.9	10.0	5.0
National staff			
National Professional Officers	–	5.0	5.0
National General Service staff	1.0	1.0	1.0
United Nations Volunteers	10.7	8.0	5.0
Temporary positions[a]			
National staff	–	–	–

[a] Funded under general temporary assistance.

59. Vacancy rates take into account actual rates during the 2011/12 period, experience during the 2012/13 financial period and proposed changes in the civilian staffing establishment. Although vacancy rates are expected to remain comparable to the 2012/13 budgeted rates, the rate for international staff has been decreased from 10 per cent in the 2012/13 financial period to 5 per cent in the light of the proposed reduction of 30 posts and taking into account ongoing planned recruitment. The vacancy rate for United Nations Volunteers has been reduced from 8 per cent in the 2012/13 budget to 5 per cent given the full deployment of United Nations Volunteers as at 31 December 2012.

D. Training

60. The estimated resource requirements for training for the period from 1 July 2013 to 30 June 2014 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Training consultants	26.0
Official travel	
Official travel, training	39.0
Other supplies, services and equipment	
Training fees, supplies and services	55.0
Total	**120.0**

61. The number of participants planned for the period from 1 July 2013 to 30 June 2014, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2012/12	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2012/12*	*Planned 2012/13*	*Proposed 2013/14*	*Actual 2012/12*	*Planned 2012/13*	*Proposed 2013/14*
Internal	346	55	88	390	110	37	15	–	–
External[a]	15	42	13	11	12	1	–	–	–
Total	**361**	**97**	**101**	**401**	**122**	**38**	**15**	–	–

[a] Includes training at the United Nations Logistics Base at Brindisi, Italy, and other areas outside the mission area.

62. The Mission's training strategy is to send international staff to external training for Senior Mission Administration and Resource Training (SMART), Umoja, IPSAS, Action Centred Leadership course for managers and other courses with the concept of training of trainers, so that upon return internal training can be organized for national staff.

E. Quick-impact projects

63. The estimated resource requirements for quick-impact projects for the period from 1 July 2013 to 30 June 2014, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2011 to 30 June 2012 (actual)	–	–
1 July 2012 to 30 June 2013 (approved)	–	–
1 July 2013 to 30 June 2014 (proposed)	425.0	20

64. A provision of $425,000 is proposed for the 2013/14 period to implement approximately 20 quick-impact projects in the areas of (a) inter-municipal and inter-ethnic cooperation, (b) required basic services at the community level to promote cooperation and reconciliation between communities, and (c) improvement of economic or environmental conditions at the local level. The implementation of quick-impact projects will create a positive environment for the Mission's activities and will contribute more effectively in the progress of the reconciliation process.

III. Analysis of variances[1]

65. The standard terminology applied below with respect to the analysis of resource variances is defined in annex I.B to the present report. The terminology used remains the same as in previous reports.

	Variance	
International staff	($3 160.2)	(11.3%)

- **Management: decreased inputs and same outputs**

66. The decreased requirements are attributable mainly to reduction of 3 Professional and 31 Field Service posts related to the reconfiguration and downsizing of the Mission's support component, including the conversion to national posts of 6 international posts and the abolishment of 28 international posts based on a comprehensive review to ensure alignment of the Mission's support with the substantive component, support to national capacity-building and providing a more central and efficient service delivery with fewer posts.

67. The overall decreased requirements are partly offset by the reduction in the vacancy rate (5 per cent planned in the 2013/14 period as compared to 10 per cent in 2012/13 budget) owing to the reduction of posts, and the establishment of four posts to strengthen the Mission's substantive delivery in the Mitrovica region.

	Variance	
National staff	$1 489.0	18.5%

- **Cost parameters: change in salary scale and grade level**

68. The increased requirements are attributable primarily to the increase of the national staff salary scale effective from 1 February 2012, and to the higher average national staff grade levels (General Service level 6, step 8, and National Professional Officer, level B, step 6, compared to General Service level 5, step 9, and National Professional Officer, level A, step 8, applied in the 2012/13 budget) following the classification of posts in UNMIK, which resulted in 104 national posts being classified to higher grade levels in the 2011/12 financial period. In addition, the 2013/14 budget proposal includes 8 additional National Professional Officer posts and a net reduction of 5 national General Service posts, however, with a net increase in costs as National Professional Officers receive higher gross salaries than national General Service staff.

	Variance	
United Nations Volunteers	($106.0)	(8.1%)

- **Management: decreased inputs and same outputs**

69. The decreased requirements are attributable to the reduction in the number of repatriations and emplacement of United Nations Volunteers as most of the

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least 5 per cent or $100,000.

Volunteers have recently arrived in the Mission and are not expected to repatriate in the 2013/14 period (10 planned in the 2013/14 period as compared to 15 in the 2012/13 budget).

70. The overall decreased requirements are partly offset by the reduction in the vacancy rate (5 per cent planned in the 2013/14 period as compared to 8 per cent in the 2012/13 budget) based on full deployment as of 31 December 2012.

	Variance	
General temporary assistance	($34.1)	(100.0%)

- **Management: decreased inputs and same outputs**

71. No requirement is attributable to the conversion of the general temporary position in the Conduct and Discipline Unit to a regular national General Service post budgeted under the national staff class of expenditure.

	Variance	
Consultants	($68.4)	(26.1%)

- **Management: decreased inputs and outputs**

72. The decreased requirement is attributable to fewer training consultants planned for the 2013/14 period as the Riggers recertification and the firearms training are required in the 2013/14 budget period.

	Variance	
Official travel	($176.1)	(26.1%)

- **Management: decreased inputs and outputs**

73. The decreased requirements are attributable to reduced travel for training as the Mission will focus on internal training and staff that are trained externally will act as trainers upon return. In addition, official non-training-related travel activity outside the Mission area will be carefully monitored and managed, including higher utilization of video teleconferencing, using facilitators from other United Nations entities and booking official travel at least 14 days in advance to reduce costs.

	Variance	
Facilities and infrastructure	($237.1)	(6.2%)

- **Management: decreased inputs and outputs**

74. The reduced requirements are attributable to decreased provisions for security services owing to the decrease of the hourly cost of the contracted security guards by 25 per cent in line with the current contract and the reduction of two contracted security guards based on an assessment of the security needs of the Mission. In addition, lower requirements for rental of premises are due to the relocation of the Mission's regional office in Mitrovica into a socially owned enterprise premises for which there is no charge, and reduced costs of maintenance services owing to a new contract for cleaning services with the reduction of areas to be cleaned after the closure of the Asset Disposal Unit and Transport Compound in April 2012.

75. The overall reduced requirements are partly offset by increased costs of alteration and renovation services, including renovation of restrooms and the replacement of windows to protect staff from the elements during winter. In addition, following the consolidation of premises, there are no longer adequate facilities for generator maintenance and a containerized workshop is needed for the repair and maintenance of generators. There is also a requirement to replace 4 generators as 23 of the Mission's 25 generators have passed life expectancy. Furthermore, provision for the acquisition of 150 air conditioners is made as part of a phased replacement of the Mission's 500 air conditioners, which are more than 10 years old (compared to standard of 5 years' useful life), and no longer cost efficient to repair.

	Variance	
Ground transportation	($235.5)	(32.9%)

- **Management: decreased inputs and same outputs**

76. The reduced requirements are attributable to the fact that no vehicles were acquired in the 2013/14 period, and that reduced requirements for petrol were due to the reduction in the number of vehicles in use in line with the initiative to withdraw and dispose of aged vehicles without replacement.

	Variance	
Information technology	$192.0	16.9%

- **Management: increased inputs and same outputs**

77. The increased requirements for information technology services are due to provisions for first-, second- and third-level support and upgrade/update of software systems and applications at a rate of $320 per user/per year, inclusive of the Field Support Suite (Umoja enabler consisting of 18 modules), and centrally provided Office of Information and Communications Technology support services at a rate of $75 per user/per year.

	Variance	
Medical	($57.3)	(28.2%)

- **Management: decreased inputs and outputs**

78. The variance is attributable mainly to reduced requirements for medical supplies owing to the closure of laboratory facilities, the lower cost of vaccines and the lower number of staff in the Mission.

	Variance	
Other supplies, services and equipment	$33.1	6.8%

- **Management: increased inputs and same outputs**

79. The increased requirements are attributable to higher costs of external audit, training fees and general insurance. The overall increased requirements are offset by

reduced requirements for subscriptions to newspapers, journals and the peacekeeping e-research package.

	Variance	
Quick-impact projects	$425.0	–

- **Management: increased inputs and outputs**

80. The new requirements are attributable to the Mission's strategic priority to enhance the effectiveness of the Mission's facilitation role. The quick-impact projects will be used to promote reconciliation initiatives between communities in ethnically mixed areas, with special emphasis on cultivating progress between communities living north and south of the Ibar river. The selected projects will be designed to promote the broader political objective, inter alia, through economic, cultural and environmental initiatives which specifically promote reconciliation on the ground and enhance cooperation among communities.

IV. Action to be taken by the General Assembly

81. **The action to be taken by the General Assembly in connection with the financing of the United Nations Interim Administration Mission in Kosovo is appropriation and assessment of the amount of $44,953,100 for the maintenance of the Mission for the 12-month period from 1 July 2013 to 30 June 2014.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 66/264 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues

(Resolution 66/264)

Decision/request	*Action taken to implement decision/request*
Notes some recent improvements in the vacancy and turnover rates for civilian staff, while recognizing scope for improvement, and therefore requests the Secretary-General to ensure that vacant posts are filled expeditiously (para. 21).	UNMIK is actively recruiting against vacant posts. While the vacancy rate for national staff and United Nations Volunteers remains low, the vacancy rate was 16.7 per cent for international staff at the end of December 2012. The vacancy rate was attributable to attrition, reassignments, separations and delayed recruitment during the first six months of the 2012/13 period. In addition, several candidates who had been selected from the roster declined the offer, or had been selected by other missions and in some cases, had received offers from other missions at a higher level. On 1 July 2012, the Mission undertook a significant recruitment effort which has resulted in 19 recruitments under way at various stages of the recruitment process.
Underlines the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for each peacekeeping mission, with particular attention to the feasibility of nationalizing Field Service posts and improving the ratio of substantive to support staff, in particular when there is a significant change in mandate or authorized force levels, to ensure that the civilian staffing structure is appropriate to effectively implement the current mission mandate and that it reflects staffing best practices across missions (para. 23).	The 2013/14 budget includes the reduction of 34 international staff posts in the support component to improve the ratio of substantive to support staff, increase the proportion of national staff and to deliver more cost-efficient support services. The adjustments and reductions in the 2013/14 budget comprise abolishment of 1 P-4, 2 P-3 and 25 Field Service posts as well as conversion of 6 Field Service posts to 5 National Professional Officer posts and 1 national General Service post. The Mission will continue to review its staffing establishment and align it with its mandate and concept of operations.

Decision/request	*Action taken to implement decision/request*
Welcomes improvements regarding, inter alia, the physical verification of non-expendable property, stresses the importance of strengthening the full cycle of supply chain management within peacekeeping operations, and in this regard reiterates its request to the Secretary-General to strengthen internal controls in the management of those assets to ensure adequate safeguards to prevent waste and financial loss to the Organization (para. 30).	At the end of the 2011/12 period, the UNMIK key performance indicator on physical verification of non-expendable property stood at 100 per cent. In addition, no observations were raised by the Board of Auditors during its visit from 20 August to 6 September 2012.
Requests the Secretary-General to ensure the application of liberty usage guidelines for all mission vehicles and to report thereon in the next overview report on the financing of the United Nations peacekeeping operations (para. 31).	UNMIK fully implements and complies with the liberty usage guidelines. Since January 2012 staff members have been charged for liberty trips through the CERES V.2.0 system, which monitors and bills staff members on a monthly basis for liberty trips taken.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/66/718)

Request/recommendation	*Action taken to implement request/recommendation*
To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures (see also para. 23 ...) (para. 19).	UNMIK implemented most planned efficiency gain initiatives and a number of cost-containing measures which resulted in cost savings related to the closure of premises, the outsourcing of maintenance services and cost effective decisions related to the rental of premises in Pristina and Mitrovica, official travel and training-related costs. The efficiency gains realized were applied to offset in part the additional requirement for international and national staff reflected in the 2011/12 performance report.
The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors (para. 23).	Savings achieved through efficiency measures and other underexpenditure resulting from other factors were applied to offset in part additional requirements for international and national staff as reflected in the 2011/12 performance report.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee welcomes efforts to identify cross-cutting targets for resource reductions and to critically examine proposals for capital expenditures by field Mission, and notes the assurance given that the particular circumstances pertaining to each peacekeeping operation were taken into account during budget preparation. ... The Committee considers, however, that the budget proposals should have provided more information on how those measures are going to be applied by each mission, including, where appropriate, any mitigating measures planned to ensure that there would be no impact on mandate implementation (para. 33).	Reductions established by the Department of Peacekeeping Operations and the Department of Field Support in liaison with each mission through analysis and discussion of individual mission circumstances. In this context, reductions were informed by reviewing budgetary and performance data, comparative analysis of resourcing levels between similar peacekeeping operations, the progress in implementing the key pillars of the Global Field Support Strategy, as well as specific operational conditions and mandates. While each mission will implement operational changes that are specific to its particular requirements and circumstances, a key imperative in this regard across all missions is to drive efforts to reduce wastage and losses and further increase operational efficiencies. All missions are encouraged to recognize the need to "do more with less" given the significant increase in cost of peacekeeping missions. Efforts in UNMIK include reduction of equipment requiring fuel, particularly vehicles, and improving supply lines and better warehouse management. Therefore, mandate and other operational requirements remain an imperative for all missions and will not be compromised by these reductions.
In this regard, the Advisory Committee also cautions against equating the deferral of capital expenditures with the implementation of sustainable efficiency measures that are based on changes in business processes which enable the more cost-efficient delivery of mandates. The Advisory Committee further expects that careful planning will be undertaken to ensure that any restoration of delayed capital expenditures during the 2012/13 period does not create a significant additional financial burden on Member States in subsequent financial periods (para. 34).	The Department of Field Support continues with its approach of advancing its decision-making process in identifying strategic priorities for resource requirements to guide the budget formulation exercise for all peacekeeping missions. In this regard, the missions are expected to prioritize existing resources, scrutinize asset replacements according to priorities and justify any remaining new requirements. Identifying the strategic priorities and linking targeted proposals at an earlier stage allow for a cross-cutting approach to resource management. While capital expenditure remains key to an effective delivery of peacekeeping mandate, this approach is expected to mitigate the impact of the financial burden of capital expenditure in coming years.
The Advisory Committee is of the view that the delayed deployment factors and vacancy rates to be applied should be based on fully justified budgetary assumptions that take into account both historical data and foreseeable factors. In this regard, clear justification should be provided in budget documents for the rates used, particularly when these differ from the actual rates at the time of budget preparation (para. 36).	Justification in the present budget proposal for 2013/14 is provided for the vacancy rates and delayed deployment factors. The applied vacancy rates in the 2013/14 is a result of the reduction of the Mission's international posts and ongoing recruitment efforts, and for other classes of staff, historical and current data were applied in the budgetary assumptions for vacancy rates.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee considers that the human resources management reforms approved by the General Assembly in recent years and the availability of pre-cleared candidates on the roster should result in a demonstrable and sustained reduction in actual vacancy rates for civilian staff throughout peacekeeping operations. The Committee is therefore of the view that this issue should be kept under review in the context of future budget submission (para. 38).	UNMIK recruitment lead time has significantly improved from the use of pre-cleared candidates on the roster. Since the introduction of the rosters, the Mission has filled 65 per cent of vacant posts from the Field Central Review Board rosters of candidates.
The Advisory Committee is of the view that, in order to provide clarity regarding the basis for the resource requirements being proposed, particularly when missions are deploying or expanding, the information provided to the General Assembly in the context of proposed budgets should include details of the phased deployment schedules of troops and police and their impact on resource requirements (para. 39).	UNMIK has no military contingents or formed police units. However, the Mission has 8 military observers and 8 United Nations police officers, which has been authorized since the 2009/10 period.
The Advisory Committee reiterates its position that the continuing requirement for long-vacant posts should be reviewed on an ongoing basis and, in particular, before requests for new posts are made to the General Assembly (see A/65/743, para. 43, and A/66/7, para. 92). It is not clear to the Committee that such reviews are being systematically undertaken by each peacekeeping operation. In this regard, it is recalled that in the context of the proposed programme budget, the General Assembly, in its resolution 66/246, endorsed the recommendation of the Advisory Committee that the continuing need for posts that have been vacant for two years or longer should be rejustified together with an explanation for the vacancy (see A/66/7, paras. 92 and 93). The Committee recommends that a similar requirement apply to posts in peacekeeping operations and that information on posts that have been vacant for two years or longer should be included in mission budget proposals, along with specific justification for any that are proposed for retention (para. 54).	UNMIK's requirements for posts that have been vacant for two years and longer were reviewed and justifications are provided in the 2013/14 budget proposal to retain a P-4 post of Civil Affairs Officer, a P-3 post of Judicial Affairs Officer and a P-2 post of Associate Legal Officer, which are under recruitment.
In this regard, the Advisory Committee remains concerned at the proportion of peacekeeping training resources that are for training-related travel. The Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/65/743, para. 135) (para. 74).	UNMIK took steps to ensure that external training and the use of external consultants were restricted to priority areas in 2011/12 and will continue to do so in 2013/14. The Mission also intensified the use of trainers from other missions thereby benefiting from cost savings and larger numbers of staff exposed to training in 2011/12.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee recommends that in future reports on benefits and cost savings, further effort be made to gather and provide reliable supporting information to enable the cause and effect relationships between actions taken and any reported benefits or savings being reported to be clearly demonstrated. The Committee notes that reporting on the evaluation of the impact of efficiency measures on mandate and service delivery remains deficient at this stage (see also para. 33 above) (para. 86).	In the 2011/12 performance report under the introduction to the support component, information was provided on the implementation of the planned efficiency gains for the period. Explanations on efficiency gains in the 2013/14 budget proposal are contained in paragraphs 56 and 57 of the present report.
The Advisory Committee recommends that the Secretary-General be requested to review vehicle and information technology equipment holdings in peacekeeping operations and to align such holdings with the standard ratios established by the Department of Field Support and promulgated in the Standard Cost and Ratio Manual. The Committee requests that information in that regard be provided in the context of the next overview report. The Committee recognizes that mission-specific operational circumstances may exist that justify holdings in excess of the standard ratios and requests that, where applicable, such justification be clearly outlined in the 2013/14 budget proposals for the Mission concerned (para. 91).	UNMIK vehicle ratios were reviewed and adjusted in the budget proposal for 2013/14, which reflects the Mission's operational requirements and its commitment to withdraw and dispose of aged vehicles without replacement. The 11 vehicles, above the standard ratio, are stationed in the Mitrovica region owing to special security and operational requirements. UNMIK information technology equipment conforms to guidance provided by the Department of Field Support. In addition, all national staff require a computer on a full-time basis as all non-clerical tasks performed by national staff have been outsourced.
The Committee is of the view that the holdings of information technology equipment by peacekeeping operations should also be based on planned deployment levels of personnel for the period concerned or, if higher, on actual deployment in the Mission, rather than on the full authorized level of personnel (para. 92).	The number of computers is based on the number of expected users in the Mission during 2013/14 and minimum stock and the number of computers that are for specific purposes, such as FM radio, local digital broadcasting system, Internet café, computers used to support the Internet protocol camera monitoring system (UNMIK security is widely using Internet protocol camera systems rather than the closed-circuit television (CCTV) system which requires additional computers that are dedicated to 24/7 monitoring), CarLog and computers used by administrators for programming and management of systems.
The Committee further requests that future budget proposals for peacekeeping operations include specific information on all construction projects for which resources of more than $1 million are sought for the financial period in question (para. 106).	The Mission does not have any construction projects for more than $1 million.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes the actions taken to transfer vehicles between missions to meet emerging requirements but remains of the view that a further review of the vehicle holdings of peacekeeping missions is required (para. 110).	No new vehicles are requested in the 2013/14 budget proposal. The review of vehicle holdings is ongoing and the Mission will reduce 53 vehicles from 219 (plus 3 buses) to 169 by 30 June 2013, and a further reduction of 13 vehicles by 30 June 2014, bringing the vehicle fleet to 156 by the end of the 2013/14 period.
The Committee recognizes that operational developments may, on occasion, lead to additional requirements for travel. The Committee is concerned, however, about the level of overexpenditure on travel reported for the 2010/11 period. The Committee stresses the importance that travel requirements be properly budgeted and that every effort be made to ensure that travel expenditures remain within approved provisions (para. 137).	UNMIK carefully monitored travel activity and introduced austerity measures in the 2011/12 period to contain travel expenditure, which remained within the approved provisions. A reduction of 26.1 per cent in travel requirements has been reflected in the 2013/14 budget proposal ($499,300 proposed in 2013/14 compared to $675,400 approved in 2012/13).
The Committee notes the reduction in the provision for official travel but is of the view that requirements in this area should continue to be kept under close review. While the Committee accepts that the effective delivery of mandates necessitates travel, it is concerned about the disruption to the day-to-day work of staff and the possible impact on programme delivery of prolonged absences from duty stations (see also A/66/739, paras. 3 and 26). As such, the Committee considers that maximum use should be made of advances in information and communications technology and other methods of representation to reduce the need for travel. The Committee has also raised particular concerns about the level of training-related travel being undertaken (para. 138).	UNMIK will carefully monitor travel activity in the 2013/14 period and a reduction of 26.1 per cent in travel requirements has been reflected in the 2013/14 budget proposal. Whenever possible, UNMIK will utilize video teleconferencing and other United Nations entity facilitators to attend meetings on its behalf.

Financing of the United Nations Interim Administration Mission in Kosovo

(A/66/718/Add.7)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee was informed that there were two pending death and disability claims. **In this regard, the Committee encourages the Mission to settle the two pending death and disability claims as soon as possible** (para. 12).	UNMIK effected payment of one of the claims in July 2012. Settlement of the other is pending receipt of the beneficiary's bank details.
It is further proposed to reassign one Field Service post of Administrative Assistant from the support component of the Mitrovica Office, Office of the Chief of Mission Support, to the Office of the Chief of Technical Support Services, which comprises one post at the P-5 level, with no support posts.	The post was not reassigned from the Mitrovica Office in the 2012/13 period. The post has been proposed for abolishment in the 2013/14 budget proposal.

Request/recommendation	*Action taken to implement request/recommendation*
[...]	
The Advisory Committee notes that while the Office of the Chief of Technical Support Services has no support posts, Technical Support Services has 20 Field Service posts and 55 national staff, in addition to other Professional-level staff and United Nations Volunteers (see A/66/673, table 3, 2011/12 approved posts). Given these capacities, the Committee is of the view that the functions of the Office of the Chief of Technical Support Services can be performed without the additional post. If the functions of the Field Service post in the Mitrovica Office of the Office of the Chief of Mission Support are no longer required, the Committee considers that the post should be abolished (para. 27).	
It is indicated that efficiency gains will be achieved in the areas of ground transportation and information technology, as well as through the streamlining of support functions. With regard to ground transportation, as the outsourced vehicle maintenance contract includes a spare parts and service element, UNMIK will supply spare parts, which can be procured at lower cost through United Nations system contracts, to the contractor providing services. A reduction in fuel consumption from 400,000 litres budgeted for 2011/12 to 285,000 litres in 2012/13 will be achieved through a reduction in vehicle allocation. The streamlining of support functions will enable the support staff to be decreased by one Field Service post and three national General Service posts. Information technology initiatives include system consolidation processes, virtual technology and reduction of the number of computing devices in use. The Mission will also contain costs by deferring the acquisition of vehicles, purchasing air tickets at least two weeks in advance and closing its liaison office in Skopje. It will mitigate the environmental impact of its operational activities through the installation and maintenance of waste water treatment plants in Mitrovica and Pristina, and replace 40 security mercury lights with a solar lighting system at three repeater sites with the aim of reducing the use of generators in locations with high energy costs (A/66/673, paras. 9 and 10). **The Advisory Committee expects that efficiency gains from this and other initiatives will be reflected in future budget submissions** (para. 30).	Sustainable savings from implementation of efficiency gains in past periods are carried forward in subsequent budget periods; however, there will be no variance in following years as the efficiency gain was fully realized in the year in which it was implemented.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee encourages the Mission to reduce travel for training where possible, including by conducting more training internally (para. 34).	UNMIK reduced travel for training and reported on it in the 2011/12 performance report (appropriation $115,400 compared to actual expenditure of $99,100). In the 2013/14 budget proposal, travel for training has been substantially reduced from $149,700 in 2012/13 to $39,000 in 2013/14, equivalent to a 73.9 per cent reduction.

(A/66/718/Add.20)

Request/recommendation	*Action taken to implement request/recommendation*
The overall reduced requirements under operational costs were offset in part by additional requirements under other supplies, services and equipment owing to the engagement of individual contractors to cover operational requirements of the Mission (see A/66/777, para. 9). Upon enquiry, the Advisory Committee was informed that additional requirements under other supplies, services and equipment included compensation of €60,015.39 paid to five vehicle mechanics whose posts were abolished owing to the outsourcing of the vehicle maintenance function in the Mission. The extension of their fixed-term appointments until 30 June 2012 had been approved by the Chief of Mission Support on 27 May 2011. The Management Evaluation Unit at United Nations Headquarters had advised UNMIK on 4 August 2011 that the appointments of the vehicle mechanics need not be further extended and that the matter would be better processed through informal settlement in the form of compensation rather than through management evaluation of their cases, given the previous representations made by the Administration, which raised reasonable and actionable expectations on the part of the vehicle mechanics of their continued employment for one year until 30 June 2012. The Committee was further informed that the Mission had taken steps to ensure that expectations of employment beyond the current financial year were no longer created. Extensions of contracts to staff members would not be issued until after the budget and staffing structure for the Mission were approved by the General Assembly.	The initial decision to downsize drivers instead of vehicle mechanics was taken when the vehicle maintenance functions were outsourced, and took into consideration that mechanics could multi-task as both drivers and mechanics in case the contractor failed to perform in a satisfactory manner. The mechanics' skills were to have been used to reduce the downtime on vehicles which are an integral part of the Mission's operations. Lessons learned include taking mitigating measures that would reduce the risk exposure of the Organization to potential liabilities. This includes future downsizing actions that must now go through an independent Comparative Review Panel for both national and international staff.

Request/recommendation	*Action taken to implement request/recommendation*
The Committee requests that the circumstances leading to such a situation be further investigated with a view to drawing relevant lessons to prevent any recurrence (para. 11).	
The Advisory Committee is also concerned about the timing of classification exercises, their impact on subsequent financial periods and the retroactive implementation of their results as provided for by the relevant regulations. Therefore, the Committee is of the opinion that relevant regulations should be amended to ensure that future classification exercises are planned to allow financial requirements arising from them to be effective at the next budget cycle and not retroactively, so as to ensure predictability in financing arrangements and to prevent future occurrences of similar requests for additional appropriation (para. 16).	The Field Personnel Division of the Department of Field Support will plan classification exercises to allow, to the extent possible, financial requirements arising from them to be aligned with the budget cycles to which they relate in order to avoid redeployment of significant funds from other groups and the consequent impact on planned activities. It should be noted that there will not be any further classification exercises for UNMIK.

C. Board of Auditors

(A/66/5 (Vol. II), chap. II)

Request/recommendation	*Action taken to implement request/recommendation*
(a) *Frequent and widespread redeployments. ...* The Board also noted at other missions, such as the United Nations Interim Administration Mission in Kosovo ..., frequent and widespread redeployments across budget classes, up to 100 per cent in some classes (see annex VI) (para. 46). **The Board also recommends that the Administration enhance the existing monitoring and review of budgetary redeployments to ensure that they are fully justified as they arise and before expenditures are incurred** (para. 49).	UNMIK has strengthened its internal controls, including the review, monitoring and tracking of the overall budget. Redeployments have been minimized; full justification and a rigorous approval process have been put in place. At United Nations Headquarters, the Peacekeeping Financing Division carefully reviews all requests for redeployment of funds and provides guidance to the Mission on redeployment of funds in accordance with the Financial Regulations and Rules of the United Nations and established practice.

D. Office of Internal Oversight Services

(A/66/286 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
Operational risk ***Management of UNMIK administration of Mitrovica and role of municipal representatives in northern Kosovo (AP2010/650/03).*** The Cadastre Department of the UNMIK administration of Mitrovica lacked adequate storage facilities for records, which were kept in box files in the office. A loss of such records would cause problems in verifying ownership and authenticity of changes made to land parcels, particularly for communities that did not have access to the cadastre database. Provision of archive and storage facilities would mitigate the risks of theft, loss or damage of records. UNMIK acknowledged the need for a records-archiving system and a secure storage facility (para. 77).	UNMIK implemented the recommendation; the archiving and storage facility for cadastre records as updated with the purchase of safe filing cabinets for such records; office space was secured for archiving the documents; and an integrated surveillance system consisting of monitoring and movement detectors was installed.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

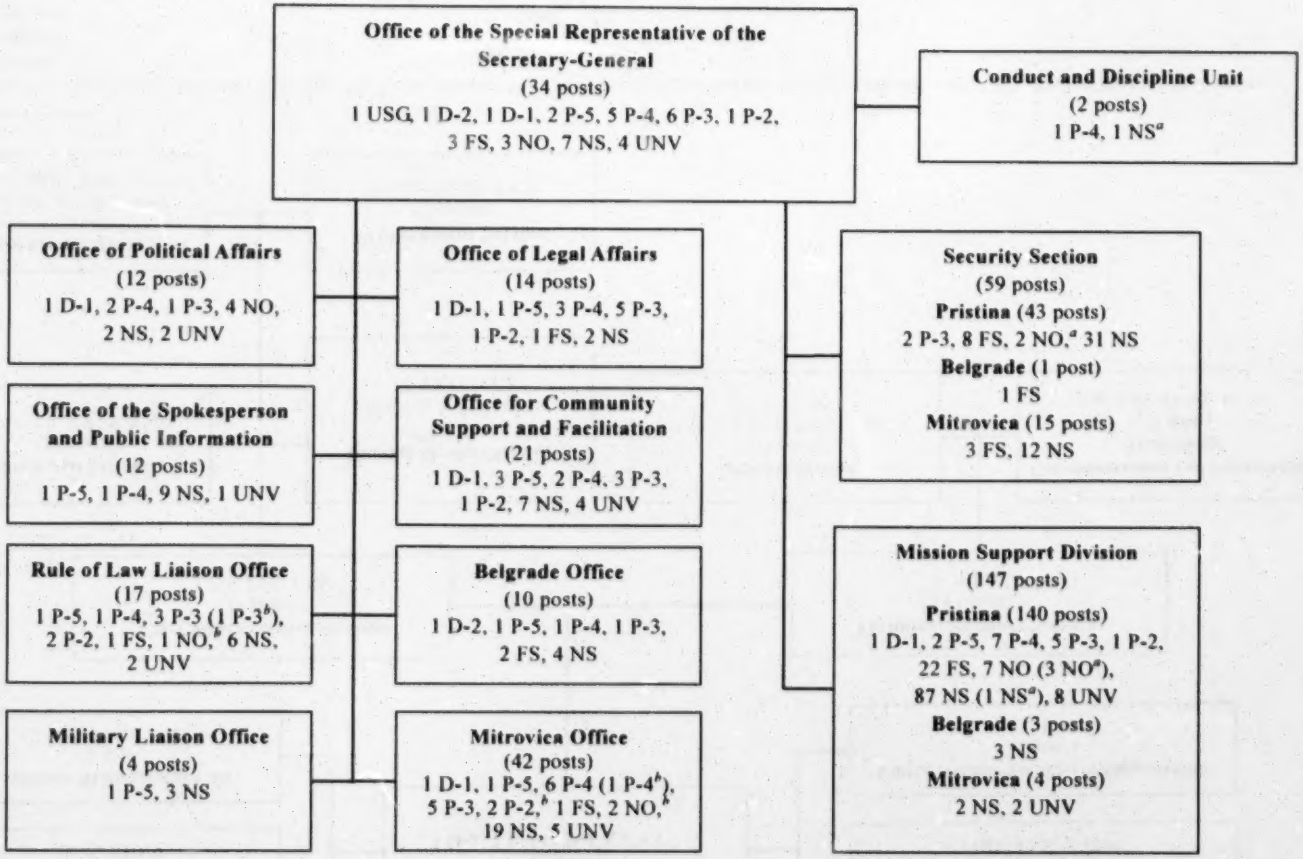
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. United Nations Interim Administration Mission in Kosovo

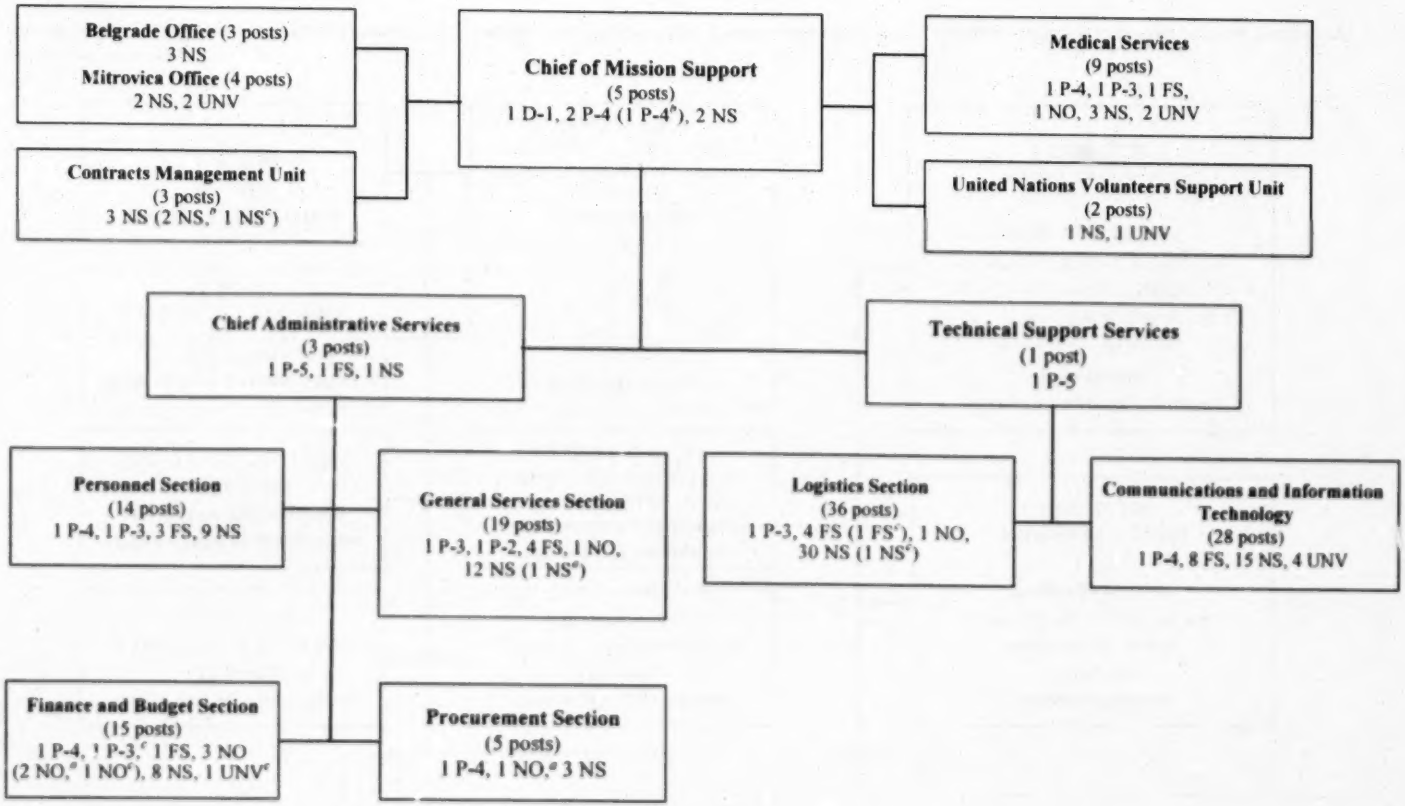

Office of the Special Representative of the Secretary-General
(34 posts)
1 USG, 1 D-2, 1 D-1, 2 P-5, 5 P-4, 6 P-3, 1 P-2, 3 FS, 3 NO, 7 NS, 4 UNV
Conduct and Discipline Unit
(2 posts)
1 P-4, 1 NS[a]
Office of Political Affairs
(12 posts)
1 D-1, 2 P-4, 1 P-3, 4 NO, 2 NS, 2 UNV
Office of Legal Affairs
(14 posts)
1 D-1, 1 P-5, 3 P-4, 5 P-3, 1 P-2, 1 FS, 2 NS
Security Section
(59 posts)
Pristina (43 posts)
2 P-3, 8 FS, 2 NO,[a] 31 NS
Belgrade (1 post)
1 FS
Mitrovica (15 posts)
3 FS, 12 NS
Office of the Spokesperson and Public Information
(12 posts)
1 P-5, 1 P-4, 9 NS, 1 UNV
Office for Community Support and Facilitation
(21 posts)
1 D-1, 3 P-5, 2 P-4, 3 P-3, 1 P-2, 7 NS, 4 UNV
Rule of Law Liaison Office
(17 posts)
1 P-5, 1 P-4, 3 P-3 (1 P-3[b]), 2 P-2, 1 FS, 1 NO,[b] 6 NS, 2 UNV
Belgrade Office
(10 posts)
1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 FS, 4 NS
Mission Support Division
(147 posts)
Pristina (140 posts)
1 D-1, 2 P-5, 7 P-4, 5 P-3, 1 P-2, 22 FS, 7 NO (3 NO[a]), 87 NS (1 NS[a]), 8 UNV
Belgrade (3 posts)
3 NS
Mitrovica (4 posts)
2 NS, 2 UNV
Military Liaison Office
(4 posts)
1 P-5, 3 NS
Mitrovica Office
(42 posts)
1 D-1, 1 P-5, 6 P-4 (1 P-4[b]), 5 P-3, 2 P-2,[b] 1 FS, 2 NO,[b] 19 NS, 5 UNV

Abbreviations: USG, Under-Secretary-General; FS, Field Service; NO, National Professional Officer; NS, national staff; UNV, United Nations Volunteers.

[a] Converted.

[b] Established.

B. Mission Support Division


Belgrade Office (3 posts)
3 NS
Mitrovica Office (4 posts)
2 NS, 2 UNV
Contracts Management Unit
(3 posts)
3 NS (2 NS,[a] 1 NS[c])
Chief of Mission Support
(5 posts)
1 D-1, 2 P-4 (1 P-4[b]), 2 NS
Medical Services
(9 posts)
1 P-4, 1 P-3, 1 FS,
1 NO, 3 NS, 2 UNV
United Nations Volunteers Support Unit
(2 posts)
1 NS, 1 UNV
Chief Administrative Services
(3 posts)
1 P-5, 1 FS, 1 NS
Technical Support Services
(1 post)
1 P-5
Personnel Section
(14 posts)
1 P-4, 1 P-3, 3 FS, 9 NS
General Services Section
(19 posts)
1 P-3, 1 P-2, 4 FS, 1 NO,
12 NS (1 NS[a])
Logistics Section
(36 posts)
1 P-3, 4 FS (1 FS[c]), 1 NO,
30 NS (1 NS[c])
Communications and Information Technology
(28 posts)
1 P-4, 8 FS, 15 NS, 4 UNV
Finance and Budget Section
(15 posts)
1 P-4, 1 P-3,[c] 1 FS, 3 NO
(2 NO,[a] 1 NO[c]), 8 NS, 1 UNV[c]
Procurement Section
(5 posts)
1 P-4, 1 NO,[a] 3 NS

Abbreviations: USG, Under-Secretary-General; FS, Field Service; NO, National Professional Officer; NS, national staff; UNV, United Nations Volunteers.

[a] Converted.

[b] Reassigned.

[c] Redeployed.

Map

UNMIK
January 2013
Operational boundary
International boundary
National capital
Republic capital or provincial capital
Town, village
Mountain pass
Major road
Secondary road
Railroad
0 5 10 15 20 25 km
0 5 10 15 mi
SERBIA
MONTENEGRO
Kosovo
ALBANIA
THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA
Ušce
Raška
Pavlica
Jošanička Banja
Grčak
Aleksandrovac
Ratanje
Brus
Lapenac
Ražhojna
Blace
Tribunje
Mercez
Rudnica
Kuršumlija
Prepolac
Dren
Banja
Požega
Novi Pazar
Budevo
Trijebine
Zrče
Tutin
Sočanica
Banjska
Tripazi
Rožaj
Kosovska Mitrovica
Lece
Letane
Macvarda
Bastava
Lužane
Tušare
Ravna Banja
Istok
Rakoš
Vučitrn
Srbica
Vitomirica
Peć
Ziokučane
Kosovo Polje
Priština
Ogoište
Janjevo
Odanovce
Lipljan
Gnjilane
Bujanovac
Dečani
Vlaški Drenovac
Ponoševac
Ratkovac
Dakovica
Orahovac
Suva Reka
Urosevac
Slivnje
Požaranje
Zegra
Biljača
Prešovo
Tropolje
Bajram Curri
Lek Bibaj
Prac
Zrze
Damnjane
Velika Krusa
Pirane
Prizren
Zur
Zahviat
Kruma
Tabanovce
Komorovo
Tearce
Selce
Tetovo
Dolga Poljana
Skopje
Dragaš
Restelica
Kamenjane
Dracevo
Zelenikovo
Vrapciste
Brodac
Gostivar
UNMIK HQ
Military Liaison Component HQ
Military Liaison Team
UNMIK perimeter of operations
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.
Map No. 4139 Rev. 50 UNITED NATIONS
January 2013
Department of Field Support
Cartographic Section